



The 3rd Annual Meeting
New Delhi, Taj Palace
25-27 March 2015

Creating New Drivers of Growth

Wednesday 25 March 2015

<p>10:30 – 15.30 <i>Roshanara Hall</i></p>	<p><u>SPECIAL PROGRAM FOR YOUNG ENTREPRENEURS FROM NEW GROWTH COUNTRIES</u></p>
<p>13:30 – Onwards</p>	<p>Participants registration</p>
<p>16:00-17:00 <i>Durbar Hall</i></p>	<p>Opening plenary session</p> <p><i>Keynote speaker:</i> Arun Jaitley, Minister of Finance, Corporate Affairs, Information & Broadcasting, Government of India</p> <p><i>Co-Moderators:</i> N K Singh, Senior Member, Bharatiya Janata Party (BJP), Former Member of Parliament, Rajya Sabha, Chairman, Steering Committee, The Growth Net Summit, India Claude Smadja, President, Smadja & Smadja Strategic Advisory, Switzerland</p>
<p>17:00-17:30 <i>Durbar Hall</i></p>	<p><i>Infrastructure as the do or die challenge</i></p> <p><i>A conversation with</i> Suresh Prabhu, Minister of Railways, Government of India</p> <p><i>Moderated by:</i> Lord Nicholas Stern, IG Patel Chair of Economics and Government, London School Economics and Political Science, United Kingdom</p>
<p>17:30-18:00</p>	<p>Networking Break</p>
<p>18:00-19:30 <i>Durbar Hall</i></p>	<p><i>Driving growth: Skills, Scale, Speed, Versatility</i></p> <p>In an increasingly volatile, complex and uncertain global business environment, companies – whatever their size or sector of activity – are under tremendous pressure to strengthen their resilience and improve their competitiveness. While each corporation has its own set of specific assets and challenges, four key success factors are nevertheless the characteristics common to the companies making to the top of their league: developing and nurturing the skills relevant to their domain, an expansion strategy that gets them to a critical mass and allows economies of scale, speed of decision and implementation and the versatility in mindsets and modus operandi that allows for fast adjustment to changing conditions.</p> <ul style="list-style-type: none"> • Are the new MNCs in the new growth countries showing a greater ability to put to work these success factors than more established MNCs which

	<p>become more “institutional” in their modus operandi?</p> <ul style="list-style-type: none"> How to acquire and nurture these success factors and what kind of corporate culture is the most successful at achieving this result? How to keep the company on its toes? <p>Yoshiyuki Kasai, Chairman Emeritus, Central Japan Railway Company, Japan Lang Hua (Harold), CEO, Weichai International and Vice Chairman, Weichai Holding, China Wendy Luhabe, Chair, Women Private Equity Fund, South Africa S. Ramadorai, Chairman, National Skill Development Agency, India</p> <p><i>Moderated by:</i> Tarun Das, Founding Trustee, Ananta Centre, India</p> <p style="text-align: right;">2</p>
19:30-21:15 Lawns	<p>Opening Dinner</p> <p style="text-align: right;">3</p>

Thursday 26 March 2015

<p>09:30-11:15 Durbar Hall</p> <p>Interactive</p>	<p>Issues identification: What initiatives for a more robust growth? What challenges to overcome? What opportunities to seize?</p> <p>This interactive brainstorming will allow participants to identify the initiatives at the corporate level, and the national policies that will put growth on a higher and more sustainable path in a context where the new growth countries are facing a new challenging international economic environment as well as new domestic conditions. Participants will provide their insights and recommendations after an introduction to the brainstorming. The outcomes of the discussions will contribute to shaping the following sessions on the agenda.</p> <p><i>Introduced & led by:</i> Claude Smadja, President, Smadja & Smadja Strategic Advisory, Switzerland</p> <p><i>Remarks by:</i> Shashi Tharoor, Member of Parliament and Chairman of the Parliamentary Standing Committee on External Affairs, India</p> <p style="text-align: right;">4</p>
11:15-11:35	<p>Networking break</p>
<p>11:35-13:00 Durbar Hall</p>	<p>Activating new sources of growth in Asia, Latin America and Africa to avoid the “middle income trap”</p> <p>Most emerging markets are encountering head winds as they try to sustain high growth rates in view of a more challenging international economic context and changing domestic conditions. The time of sustaining high growth on high commodities prices or on flows of cheap credit and easy flows of money generated by the Fed QE policy is over – at least for the time being. Investors are becoming more demanding and more discerning about the kind of competitive advantages or assets that will determine their investment decisions.</p> <ul style="list-style-type: none"> What new sources of growth can be activated to sustain economic dynamism in emerging markets? Are updated forms of industrial policy the answer to slowing growth and if so



	<p>what would this entail?</p> <p><u>Opening Address:</u> Piyush Goyal, Minister of State for Power, Coal and New & Renewable Energy, Government of India</p> <p>Taufiq-e-Elahi Chowdhury BB, Adviser (Minister) to the Prime Minister on Power, Energy & Mineral Resources Affairs, Bangladesh Ziad Bahaa-Eldin, former Deputy Prime Minister for Economic Affairs, Government of Egypt Gopinath Pillai, Chairman, Institute of South Asian Studies, Singapore Lord Nicholas Stern, IG Patel Chair of Economics and Government, London School Economics and Political Science, United Kingdom Guanghua Wan, Principal Economist, Asian Development Bank, The Philippines</p> <p><u>Moderated by:</u> T N Ninan, Chairman, Business Standard Limited and Chairman, Ananta Aspen Centre, India</p> <p style="text-align: right;">5</p>
<p>13:00-14:30 Durbar Hall</p>	<p>Technology: Leapfrogging to double digit growth</p> <p><u>Keynote speaker</u> Ravi Shankar Prasad, Minister of Communications and Information Technology, Government of India</p> <p><u>Chaired by:</u> Rajkumar Dhoot, Member of Parliament, Rajya Sabha, India</p> <p style="text-align: right;">6</p>
<p>14:45-16:00 Mumtaz Hall</p>	<p>Talent strategies for the new growth countries</p> <p>✓ The elements for a differentiated approach to attract, nurture and retain talent as a competitive advantage</p> <p>MNCs from new growth countries are increasingly competing with their counterparts from developed countries to attract and retain the talent needed to sustain their domestic and global expansion.</p> <ul style="list-style-type: none"> • How to ensure that the tertiary education system remains in sync with the present and prospective needs of the economy? • How governments and companies can work together to create a culture of life-long learning? • With many emerging market countries having so much of their talent living abroad, how to create a successful “reverse brain drain trend”? • What does it take to make of talent generation and talent management a competitive advantage? <p>Joseph Klaffer President, Tel Aviv University, Israel S. Ramadorai, Chairman, National Skill Development Agency, India Wang Haifeng, Director, Department of International Economic Research, Institute of Foreign Economics, National Development and Reform Commission, China Derya Tekin Yusuf, President, Human Resources, Çelebi Aviation Holding Inc, Turkey</p> <p><u>Moderated by:</u> Tarun Das, Founding Trustee, Ananta Centre, India</p> <p style="text-align: right;">7</p>



<p>14:45-16:00 Roshanara Hall</p>	<p>The next billion consumers: Who are they? Where are they? And how to bring them what they want – from Malls to Ecommerce</p> <p>The surge of a new consumer class in all new growth countries is definitely one of the most significant developments of the last few years with huge business, societal and political implications. In India alone, the e-commerce sector is expected to grow from US\$16.4 to 22 billion from last year to this year. According to a study by the Harvard Business Review, by the end of 2014 the 7 biggest emerging markets were larger than the G7 in Purchasing Power Parity terms. Africa is fast becoming a consumer continent – with this trend driven by a rising middle class of urban dwellers. While China's growth has been slowing down, the economic restructuring is leading to a growing share of household spending in the country's GDP with e-commerce volume expected to reach US\$ 300 billion this year.</p> <ul style="list-style-type: none"> • What are the characteristics of the new wave of consumers from the new growth countries and what categories of population are driving this wave? • How is the picture evolving from classic shopping to e-commerce? • How are consumer trends evolving? Is there a similar pattern of evolution between Asia, Latin America and Africa? <p>Kunal Bahl, Co-Founder & CEO of Snapdeal.com, India Bernard Bailey, Chairman & CEO Authentix, USA Woosuk Kenneth Choi, Deputy Editor, Business Department, The Chosun Ilbo, Republic of Korea Dinesh Malkani, President, Cisco India and SAARC Rajan Navani, Managing Director, Jetline Group of Companies, India</p> <p><i>Moderated by:</i> Amy Kazmin, South Asia Correspondent, Financial Times</p>
<p>16:00-16:30</p>	<p>Networking break</p>
<p>16:30-17:45 Mumtaz Hall</p>	<p>What should keep us awake at night: The rise of non business risks</p> <p>The last few years have been marked by a significant increase in non business risks that corporations need to monitor, prepare for and manage whether with regards to reputation and the factors that can impact on it or as they plan for their new investment – new green field projects, M&As or FDI and institutional investment. The increasing complexity and widening reach of regulatory regimes, the growing uncertainties and volatility characterizing the global political landscape and increased monetary uncertainties are adding to the complexity of what were before almost straightforward business decisions.</p> <ul style="list-style-type: none"> • How to ensure that the corporations has the right “360° vision” when assessing risk? • What is needed to manage the increasing complexity and widening reach of regulatory regimes? • Are there best practices to be followed in assessing and managing the new category of risks that companies are facing today? <p>Ernest Z. Bower, President and Chief Executive Officer, Bower Group Asia, USA Indrajit Coomaraswamy, Director, John Keells Group PLC, Sri Lanka Soli Özel, Professor of International Relations and Political Science, Istanbul Bilgi University, Turkey Ralph C. Voltmer Jr., Covington, USA</p> <p><i>Moderated by:</i> T N Ninan, Chairman, Business Standard Limited and Chairman, Ananta Aspen Centre, India</p>

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<p>16:30-17:45 Roshanara Hall</p>	<p>Technology for the “2 \$ a day” population: How frugal innovation can bring an additional 2.5 billion people into the market</p> <p>Companies, which want to tap the “fortune at the bottom of the pyramid” according to the concept of C.K Prahalad, realize that being successful means that they need to change their approach to innovation. It is not a matter of looking at more and more sophisticated and advanced technology features but to be able to meet the needs in products and services of the hundreds of millions of people in the new growth countries who are beginning to enjoy disposable income. This is where mastering frugal innovation becomes a crucial competitive advantage and success factor.</p> <ul style="list-style-type: none"> • How to create an approach of simplicity and low cost while providing new products and services that will meet high enough quality requirements? • How to target and focus innovation so that this new category of customers gets the product or services at the price they can afford? • How to complement frugal innovation with business systems, value chain innovation in order to capture the full potential of the market? <p>Adnan Akay, Professor and Provost, Bilkent University, Turkey Sanjay Kapoor, Chairman, Micromax Informatics Limited, India Sheel Tyle, Founder, S2 Capital & Venture Capitalist (Snapdeal.com, Hired.com, Robinhood, Andela), USA Nandan Nilekani, former Chairman, of the Unique Identification Authority of India, India.</p> <p><i>Moderated by:</i> Amy Kazmin, South Asia Correspondent, Financial Times</p>	10
<p>18:00-19:15 Durbar Hall</p>	<p>Where is the “Modi magic” leading India and its economy?</p> <p>The landmark victory of Mr. Narendra Modi and the BJP party last May has reshaped India’s political landscape and heightened expectations of a revival of the country’s economic growth. A change in foreign investors’ perception of India is becoming perceptible while a new mood of confidence is also developing amongst the Indian business community and the middle class. The “Make in India” campaign has become in many ways a symbol of the ambitions of the Prime Minister to turn India into an industrial power house with tremendous implications for transforming India’s society and the country’s standing in the world.</p> <ul style="list-style-type: none"> • Is the path now truly open to sustainable high growth? • What are the key challenges confronting the Prime Minister and how far could he go in his transformative endeavor? <p>Naresh Gujral, Member of Parliament, Rajya Sabha, India B J Panda, Member of Parliament, Lok Sabha, India Sachin Pilot, Former Union Minister of State for Corporate Affairs and President, Rajasthan Pradesh Congress Committee, India Lord Nicholas Stern, IG Patel Chair of Economics and Government, London School Economics and Political Science, United Kingdom</p> <p><i>Moderated by:</i> Swapan Dasgupta, Political Columnist and Public Policy Analyst, India</p>	11
<p>19:15-20:00 Lawn</p>	<p>Reception</p>	



<p>20:00-22:00 <i>Durbar Hall</i></p>	<p>Dinner</p> <p>Defining India's priorities in the global context</p> <p><u>Keynote Speaker</u></p> <p>Sushma Swaraj, Minister of External Affairs, Government of India</p> <p><u>Welcome by:</u> N K Singh, Senior Member, Bharatiya Janata Party (BJP), Former Member of Parliament, Rajya Sabha, Chairman Steering Committee The Growth Net Summit India</p> <p style="text-align: right;">12</p>

Friday 27 March 2015

<p>09:30-10:45 <i>Durbar Hall</i></p>	<p>Where will investors go in an era of differentiation among new growth countries and how to broaden the bases?</p> <p>The era, during which many investors were dealing with emerging markets – the new growth countries – in a kind of one size fits all approach, is over. As growth has slowed in many of these countries, foreign investors are taking a more cautious approach, scrutinizing carefully the national policies, the business environment, the regulatory frameworks, and the governance practices that will make the difference in terms of growth and investment returns prospects. This is not only valid in terms of attracting foreign investors but also with the need for broadening the local investor base.</p> <ul style="list-style-type: none"> • What are the criteria to select the countries and sectors where the risks-reward equation is the most promising? • How to make the distinction between immediate or short-term headwinds affecting growth in some emerging markets and the longer trends on which to bet? • Are there sectors that would be considered as “almost sure” or priority bets whatever the country or region considered? • To what extent will the picture keep changing in terms of the countries, which will enjoy slower or faster growth in the coming years? <p><u>Opening address:</u> Rajiv Pratap Rudy, Minister of State for Skill Development and Entrepreneurship, India</p> <p>Cem Duna, Chairman, AB Consultancy & Investment Services, former Ambassador of Turkey, Turkey Audrey Mothupi, CEO SystemicLogic, South Africa Rohit Sipahimalani, Co-Head Investment Group and Head India, Temasek International Pte Ltd, Singapore</p> <p><u>Moderated by:</u> Clyde Prestowitz, President, Economic Strategy Institute, USA</p> <p style="text-align: right;">13</p>
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<p>10:45-11:05</p>	<p>Networking Break</p>
<p>11:05-12:15 <i>Roshanara Hall</i></p>	<p><i>Africa: Strengthening the building blocks for high, sustainable, growth</i></p> <p>According to many economists this will be a very exciting year for Africa with the development of new sectors of activities signaling a shift from commodity-driven economies and a strengthening of the growth momentum especially in the East African countries. However much remains to be done to develop infrastructure on the continent, to improve the education system, to consolidate and accelerate even more the expansion of the consumer base, to create new investment opportunities and integrate larger portions of the population in economic circuits.</p> <ul style="list-style-type: none"> • While the situation is diversified among the African countries, what are the common priorities throughout the continent and are there some best practices in the way they are being addressed? • What can be done to broaden the middle class and expand the consumer base? • What is needed to shift from a commodity-driven economy to a more diversified and less vulnerable economic structure? • How should African countries look at the role of investors from different parts of the world now showing an increasing interest towards the continent? <p>Evelyne Collin, Chief Executive & Chief Country Officer, Société Générale, India Wendy Luhabe, Chair, Women Private Equity Fund, South Africa Piet Naudé, Director, University of Stellenbosch Business School, South Africa David Rasquinha, Deputy Managing Director, Export-Import Bank of India, India Rudy Roberts, Founder & CEO, Mega Water, South Africa</p> <p><i>Moderated by:</i> Witney Schneidman, Senior International Advisor for Africa, Covington, USA</p> <p style="text-align: right;">14</p>
<p>11:05-12:15 <i>Mumtaz Hall</i></p>	<p><i>How to make urbanization a real growth generator</i></p> <p>Between now and 2030 the number of urban dwellers in emerging market countries will increase from 2.6 to 3.9 billion people according to a study from BCG. If not well managed this urban explosion can become a real economic, social and environmental nightmare and the source of political upheavals. At the same time, we know now that urbanization can be a major growth driver due to the infrastructure needs and the new economic activities it generates, the increase of income levels and the expansion of consumer demand that it creates.</p> <ul style="list-style-type: none"> • What is required to make urbanization a growth driver? • What are the characteristics of economically efficient cities? • How does the development of smart cities lead to higher, sustainable growth? <p>Chandan Chowdhury, Managing Director, Dassault Systemes India Pvt. Ltd , India Yukon Huang, Senior Associate, Carnegie Endowment for Peace, USA Tom Miller, Senior Asia Analyst & Editor-at-large, China Economic Quarterly, & Author, China's Urban Billion, China Harshavardhan Neotia, Chairman, Ambuja Neotia Group, India Shirish Sankhe, Director, Mckinsey, India</p> <p><i>Moderated by:</i> Radhika Shapoorjee, President, Hill+Knowlton Strategies, South Asia, India</p> <p style="text-align: right;">15</p>
<p>12:30-14:00 <i>Durbar Hall</i></p>	<p>Plenary luncheon <i>Re-thinking national security challenges</i></p>

	<p>The very meaning of national security has drastically changed over the last ten years as new threats and risk factors have emerged. Whether it is the new, more diffuse and diversified forms of terrorism or the impact that cyber-security attacks can have on the vital functioning of institutions and corporations, or the sheer magnitude of cross border migration issues, national security officials have to learn to think outside the box and to have 360° vision.</p> <ul style="list-style-type: none"> • How much of an anticipation game has ensuring national security become today? • What creates an efficient national security apparatus? <p><i>Keynote speaker</i> Ajit Doval, National Security Adviser, India</p> <p><i>Moderated by:</i> Gautam Thapar, Founder and Chairman, The Avantha Group, India</p> <p><i>Welcome remarks:</i> Harshavardhan Neotia, Chairman, Ambuja Neotia Group, India</p>	16
<p>14:15-15:30 <i>Roshanara Hall</i></p>	<p><i>Deal with the water challenge or forget about growth</i></p> <p>Water scarcity around the world – especially in emerging markets – is now a growing challenge compounded by population growth and climate change impact. Even worse is that this scarcity issue is aggravated by the fact that, according to some studies, 38% of all water produced in emerging markets is lost due to leakage, waste or theft. However, in addition to the fact that water is essential to life, its availability and its efficient management is as crucial for economic development as the availability of energy. In fact it is now recognized that the management of water challenges is a critical component of any efficient economic development policy.</p> <ul style="list-style-type: none"> • While water challenges have their specific aspects in different countries, what are the common elements of these challenges in all countries concerned? • What models of water infrastructure financing are proving the most effective? • How can the private sector make a substantive contribution to addressing the water challenge? • What role can smart water management play in the panoply of measures and policies for addressing the water challenge? <p>Herbert Oberhaensli, Vice President Economics & International Relations, Nestlé Group, Switzerland Joe Phelan, Director, WBCSD, India Rudy Roberts, Founder & CEO, Mega Water, South Africa Omar Shahzad, Group CEO, Meinhardt Group International Limited, Singapore Rajendra Singh, Chairman, Tarun Bharat Sangh (TBS) and Vice-Chairman, Jal Bhagirathi, India</p> <p><i>Moderated by:</i> Arunabha Ghosh, CEO, Council on Energy, Environment and Water, CEEW, India</p>	17
<p>14:15-15:30 <i>Mumtaz Hall</i></p>	<p><i>China's "new normal" and what it means for the global economy</i></p> <p>While a slowdown of China's growth is not necessarily a negative development, the key real challenge is whether Beijing will be able to achieve the rebalancing and the restructuring of its economy. This re-balancing is also taking place while China is obviously raising its profile on the global geopolitical scene and trying to define its role and place in it. The outcome of these two complementary endeavors will have a crucial impact on</p>	



	<p>macroeconomic and geopolitical stability in the coming years.</p> <ul style="list-style-type: none"> • What is the initial assessment of the way this re-balancing is taking place? • What would a consumption-driven, technology-based Chinese economy look like and how would this impact the Asian and global economies? • How will Beijing leaders look at the role and place of China as a stakeholder in, and a challenger of, the present global system? <p>Nitin Desai, Former Under-Secretary General, The United Nations Lang Hua (Harold), CEO, Weichai International and Vice Chairman, Weichai Holding, China Yukon Huang, Senior Associate Carnegie Endowment for Peace, USA Geng Xiao, Vice President of Research, Fung Global Institute, China Wang Haifeng, Director, Department of International Economic Research, Institute of Foreign Economics, National Development and Reform Commission, China</p> <p><i>Moderated by:</i> Claude Smadja, President, Smadja & Smadja, Switzerland</p>
<p>15:45-17:00 Durbar Hall</p>	<p>Market leaders: Innovating and leveraging changes in the new growth countries</p> <p>There is a new generation of entrepreneurs leveraging technological innovation and societal changes to create new economic opportunities and wealth, reshaping the global business landscape. This roundtable discussion among some of these entrepreneurs will serve to share the lessons from their respective experience and to identify success factors and insights on the next wave of innovative entrepreneurship already looming on the horizon.</p> <p>Bernard Bailey, Chairman & CEO, Authentix, USA Matsi Modise, National Executive Director, South African Black Entrepreneurs Forum (SABEF) & Co-founder, Emerge, South Africa Audrey Mothupi, CEO, SystemicLogic, South Africa Abhishek Sinha, Co-Founder & CEO, EKO Financial Services, India</p> <p><i>Moderated by:</i> Ruth Shapiro, Chief Executive Officer, Centre for Asian Philanthropy and Society, Hong Kong</p>
<p>17:00-18:00 Durbar Hall</p>	<p>Closing plenary</p> <p>Looking ahead: The five mistakes the new growth countries need to avoid and the five priorities they need to focus on</p> <p>In identifying the mistakes to avoid and the priorities to focus on the speakers of this concluding session will be highlighting some of the success factors that have benefited the countries which have come out of "emerging market" status. Looking at the twenty years, they will also try to identify the fads, and the "conventional wisdom" theories, that had a costly economic and social impact.</p> <p>Uday Kotak, Executive Vice Chairman and Managing Director, Kotak Mahindra Bank, India Clyde Prestowitz, President, Economic Strategy Institute, USA N K Singh, Senior Member, Bharatiya Janata Party (BJP), Former Member of Parliament, Rajya Sabha, Chairman Steering Committee The Growth Net Summit India Claude Smadja, President, Smadja & Smadja Strategic Advisory, Switzerland</p>

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	<p><i>Moderated by:</i> Tarun Das, Founding Trustee, Ananta Centre, India</p>	20
<p>18:15-19:00 Mumtaz Hall</p>	<p><i>Farewell reception</i></p>	